



A Study On Work Motivation Of Vietnamese Civil Servants

Doan Van Tinh¹, Truong Cong Hoa², Truong Quoc Viet³

¹Faculty of Human resources management, National Academy of Public Administration, Vietnam

²National Academy of Public Administration Campus in Ho Chi Minh city, Vietnam

³Faculty of Administrative sciences, National Academy of Public Administration, Vietnam

Citation: Doan Van Tinh, et al (2024), A Study On Work Motivation Of Vietnamese Civil Servants, *Educational Administration: Theory and Practice*, 30(6), 2111-2122, Doi: 10.53555/kuey.v30i6.3709

ARTICLE INFO ABSTRACT

Creating work motivation to civil servants is a cornerstone of any state agency. Without work motivation, civil servants, in spite of having good working competence, can still perform their duties ineffectively. In other words, work motivation is a factor that motivates civil servants, maintains their efforts and adjusts their behaviors in performing public duties. When being motivated to work, civil servants are willing to make more efforts, maintain a positive work pace, be proactive and persevere in overcoming difficulties to achieve productivity, work goals and contribute to the development of their organization. In terms of human resource science, there have been different studies on work motivation, objective and subjective factors that influence the formation and maintenance of civil servants' work motivation. In this study, based on a literature review of previous studies, the theoretical framework of work motivation was built up, addressing some basic influencing factors to work motivation of civil servants, including: Justice in public service performance appraisal; Accuracy in public service performance appraisal; Satisfaction of civil servants in public service performance appraisal. A survey was conducted to collect opinions of civil servants from some certain central and local agencies in Vietnam, including the Ministry of Home Affairs, the Ministry of Health, Hoa Binh province, Hanoi city, Hai Phong city with a realistic sample size $N = 649$ civil servants. The results show that: Justice, accuracy and satisfaction in public service performance appraisal is all meaningful to the research model and have a positive influence on work motivation of Vietnamese civil servants. Of these factors, "Employees' satisfaction in evaluating public in performance appraisal" has the greatest impact on the work motivation of civil servants, followed by "Justice in public service performance appraisal". "Performance appraisal accuracy" has the smallest impact on work motivation of Vietnamese civil servants. The findings lead to recommendations of appropriate policies to create more work motivation to Vietnamese civil servants.

Keywords: Civil servants; Work motivation; Vietnam.

1. Introduction

Vietnamese civil servants are recruited and staffed in agencies and organizations of the political system, including: Civil servants of political organizations (Communist Party of Vietnam), civil servants of socio-political organizations; civil servants in state agencies. This study focuses on studying work motivation of civil servants in state agencies. Civil servants in state agencies of Vietnam include central civil servants and local civil servants. Central civil servants are recruited and staffed in central state agencies, classified by sectors and fields associated with state management activities of the system of ministries, ministerial-level agencies and a number of other agencies as specifically regulated. Local civil servants are recruited and staffed in 3-level local government agencies, including 63 provincial authorities, 705 district authorities and 10,599 commune-level authorities [9].

Public duty performance appraisal is carried out in accordance with the provisions of law, relating to 4 levels of working performance: (1) Successfully complete the assigned task; (2) Well complete the assigned task; (3) Complete the assigned task; (4) Fail to complete the assigned tasks [25]. However, the evaluation is often performed internally (internal evaluation); some opinions can't accurately reflect civil servants' working competences, which causes reduce in their work motivation. This situation requires considerations from different aspects, both theoretical, legal and practical aspects, to provide scientific information for researches

as well as appropriate policy adjustments. Therefore, a study on work motivation of Vietnamese civil servants is of greater significance in this case.

2. Literature review

2.1. Work motivation of civil servants (MOTV)

With regards to science of human resource, working motivation of civil servants is defined as the work motivation of human resources in organizations. According to Kim, S. [16] and Seniwoliba, J.A. [24], it is a factor that motivates civil servants to make efforts and overcome obstacles to achieve personal and organizational goals, specifically: make efforts to complete assigned tasks; be willing to spend extra time working; voluntarily work even when outside the agency headquarters (return home); be motivated to work; be stimulated at work; even look forward to returning work after vacation.

Sharing the same view but Park et al. [22] and Loc, H.T.H. et al. [19] specify further issues which can create or be considered as civil servants' work motivation, including: active participation in organizational activities; work pressure; perseverance and efforts of civil servants to achieve goals at work; even interfere in work, personal life, and family in certain cases. In addition, some other studies also emphasize that civil servants' interest in working will create their passion and motivation to work; the proactive work and dedication of civil servants is also recognized as a great working motivation [11], [12].

Furthermore, there have been researches which emphasize that if factors related to work motivation are carefully studied, they will play an important role in increasing labor productivity meanwhile other input factors do not change; at the same time, contributing to shaping the behavior and effort of civil servants in improving working efficiency. Based on a literature review of issues on work motivation, a theoretical framework of the study was built up and a survey to collect Vietnamese civil servants' opinions was conducted. Accordingly, the scale "Work motivation of civil servants" is interpreted to include 15 observed variables summarized in Table 1.

2.2. Influencing factors to work motivation of civil servants

In terms of research and management, different factors influencing work motivation of civil servants are mentioned and analyzed, including material and spiritual factors. According to Duc, T.M. [7], salary, total income of civil servants, leadership's concern, justice in public duty performance appraisal, colleague relationships and working conditions are considered as factors having significant impacts on civil servants' work motivation. Ly, L.D. [20] and Hai, N.T.H. [11] argue that employees in the private sector are strongly influenced by material factors, while civil servants in the public sector are greatly influenced by non-material factors, which is the recognition from organizational leaders, the reward system and development opportunities. Researchers from different perspectives all have scientific arguments about factors affecting work motivation of civil servants. In this study, three basic factors related to the assessment of public service performance of civil servants are analyzed as a theoretical basis for research on factors affecting work motivation of Vietnamese civil servants. Nam, that is: (1) "justice in performance appraisal"; (2) "performance appraisal accuracy"; (3) "Employees' satisfaction in performance appraisal".

a) Justice in performance appraisal (JPA)

Justice is considered a crucial factor in all managers' decisions related to human resources [3]. According to Colquitt, J.A. [4], the higher civil servants' awareness of fairness is, the higher their work motivation and productivity is; staff turnover and organizational churn can be reduced to low rates. Similarly, Cropanzano, R. et al. [5] state that justice in evaluation is the cornerstone of individuals' motivation and helps improve their performance. Likewise, Hyde, A.C. [13] affirms transparency and fairness in evaluating public service performance, promotion programs, reward allocation, as well as other factors determined on the basis of evaluation of public duty performance have impacts on motivating employees at work. Additionally, Lashchonau, A. [18] believes that of all the influencing factors to work motivation, justice in public duty performance appraisal is considered the most important. Different research approaches shows different issues of the scale "Justice in performance appraisal", of which this study addresses on four outstanding issues summarized in Table 1, including: "distributive justice in public service performance appraisal" (DJ) with 5 observed variables; "procedural justice in public service performance appraisal" (PJ) with 7 observed variables; "interactional justice in public service performance appraisal" (INTJ) with 6 observed variables; "Informational justice in public service performance appraisal" (INFJ) with 10 observed variables.

b) Performance appraisal accuracy (PAPA)

Since the 1980s and 1990s, that civil servants are aware performance appraisal accuracy has been mentioned in different researches and considered an important role to the success of the appraisal system [14]. Appraisal accuracy reflects honestly and reasonably measurement and classification of civil servants' work performance in accordance with assessment criteria [8]. According to Cardy, R.L. et al. [2], awareness of appraisal accuracy is the most commonly and frequently researched topic. This is an important indicator that reflects the reliability and reasonableness of assessment results, leading to acceptance of the appraisal system, promoting the participation of civil servants in evaluation activities and enhancing their work motivation.

Other subsequent studies also confirm the important role of appraisal accuracy in public service performance. However, ensuring the appraisal accuracy is a very difficult task; moreover, leaders in the public sector are

increasingly facing challenges in designing and implementing an appraisal system that both ensures justice and accuracy [16]. According to Park, S. [22], appraisal accuracy is measured by collecting civil servants' opinions of the assessment results. Civil servants and leaders may not have the same views; however, the more similar the civil servants' self-assessment and the leaders' assessment are, the higher the perception of appraisal accuracy is. Likewise, the role of appraisal accuracy in public activities is also emphasizes by James, W. et al. [15] who believes that performance appraisal accuracy refers to the assessment results which should reflect the commensurate completed work quality and achieved results.

Along with emphasizing the role of appraisal accuracy in public service performance, the related issues have been researched, which are used as 5 observed variables of the scale "performance appraisal accuracy" (PAPA), compiled in Table 1 of this study.

c) Employees' satisfaction in performance appraisal (ESPA)

Recent researches have paid special attention to civil servants' satisfaction with the appraisal system because it has a positive relationship with their performance efforts at work. Culbertson, S.S. et al. [6] examined the influence of review feedback (both positive and negative feedback) and goals of the appraisal system on evaluation satisfaction. The findings show that, in spite of being related, evaluation satisfaction does not completely depend on the feedback and goals of the appraisal system but other factors. Therefore, this study proposed to further verify the other influencing factors, such as justice and accuracy in evaluation. Othman, N. [21] researched on evaluation satisfaction in the public sector in Brunei with quantitative survey data of 355 survey forms and 14 qualitative interviews. The results indicate that the components of the appraisal system are positively and significantly correlated with appraisal satisfaction. The results also come into conclusion that if performance appraisal of public activities is biased, the evaluation criteria are not related to public service performance or used for political purposes, the dissatisfaction with the appraisal system will come up, which causes reduce in civil servants' work motivation and efficiency.

Similarly, Aly, N.A.E.F.M. et al. [1] studied the influence of evaluation satisfaction on work motivation and job performance of nurses working in Egyptian hospitals. Based on the analysis of data collected from a survey of 323 nurses, it is concluded that evaluation satisfaction is a factor that positively and strongly impacts work motivation. Moreover, intrinsic motivation has a positive relationship with job performance. In addition, the results also point out the causes that hinder evaluation satisfaction, including: Lack of feedback to evaluation; incomprehensive evaluation criteria and out – of - focus - work results; lack of justice and accuracy in evaluation; evaluation results made from persecution; evaluation results for no further training and development opportunities; Leaders' cursory evaluation due to lack of time or irresponsibility. Therefore, policies to overcome or minimize the negative factors that hinder satisfaction in public service performance evaluation has been suggested in this study.

From theoretical and practical basis, a theoretical framework related to evaluation satisfaction in public activities has been developed. Accordingly, the observations of the scale "employees' satisfaction in performance appraisal" (ESPA) are interpreted with 12 main issues, regarded as 12 observed variables of the scale in this study (Table 1).

From literature review, a theoretical framework of influencing factors to work motivation of civil servants, including 4 scales (3 independent variables and 01 dependent variable), has been built up in this paper. Three independent variables refer to factors structured according to scales: "Justice in performance appraisal" (JPA) [this scale includes 3 factors: "Distributive justice in public service performance appraisal" (DJ); "Procedural justice in public service performance appraisal" (PJ); "Interactional justice in public service performance appraisal" (INTJ); "Informational justice in public service performance appraisal" (INFJ)]; scale "Performance appraisal accuracy" (PAPA); scale "Employees' satisfaction in performance appraisal" (ESPA). A dependent variable is the scale "Work motivation of civil servants" (MOTV). The scales in the model have a total of 60 observed variables. The survey forms were designed according to these 60 observed variables and measured using a 5-level Likert scale: 1 - Strongly disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly agree (Table 1).

Table 1. Theoretical framework

No	scales	Code	5-level Likert scale				
I	Justice in performance appraisal	JPA					
	Distributive justice in evaluating public service performance	DJ					
1	Civil servants get results commensurate with their efforts	DJ1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
2	Civil servants get results commensurate with well – completed assigned tasks	DJ2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
3	Civil servants get results commensurate with their responsibilities	DJ3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
4	Civil servants get results commensurate with their accumulated experience	DJ4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5

5	Civil servants get results commensurate with work pressure they have to overcome	DJ5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
Procedural justice in public service performance appraisal		PJ					
6	The procedures of public service performance appraisal system in an organization are designed to collect accurate information needed to make decisions	PJ1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
7	Public service performance appraisal system in an organization allows civil servants to express their opinions and make informed recommendations during the evaluation process	PJ2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
8	Public service performance appraisal system in an organization is consistently applied	PJ3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
9	Public service performance appraisal system in an organization is designed with criteria for making decisions on evaluation results with coherence, intellectual rigor, and unity.	PJ4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
10	Public service performance appraisal system in an organization is designed to allow clarification of requirements or information related to the evaluation	PJ5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
11	Public service performance appraisal system in an organization is designed to meet civil servants' concerns	PJ6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
12	Public service performance appraisal system in an organization provides useful feedback on evaluation decisions and implementation	PJ7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
Interactional justice in public service performance appraisal		INTJ					
13	Leader's behaviours to employees are in good manner	INTJ1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
14	Leader shows concern for civil servants' interests	INTJ2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
15	Leader's behaviours to employees are sincere	INTJ3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
16	Leader can himself prevent his personal bias in the process of evaluating civil servants' public service performance	INTJ4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
17	Leader provides civil servants with timely feedback on assessment results and related explanation	INTJ5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
18	Leader listen to civil servants' opinions in evaluating public service performance	INTJ6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
Informational justice in public service performance appraisal		INFJ					
19	Leader often explains clearly what he expects from civil servants in their process of performing public duties	INFJ1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
20	Leaders often clearly explains the criteria that will be used to evaluate civil servants' performance	INFJ2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
21	Leader explains to civil servants how they can improve their performance of public duties	INFJ3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
22	Leader evaluates expectations of civil servants' working efficiency based on careful plans	INFJ4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
23	Leader regularly provides important feedback to civil servants about the assigned tasks they have performed	INFJ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
24	Leader provides civil servants with clear and practical examples to justify their evaluation decisions to civil servants' work performance	INFJ6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
25	Leader allows civil servants to ask them about the results of evaluation and ranking of their public duty performance	INFJ7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
26	Leader helps civil servants clearly understand the appraisal process of public duty performance	INFJ8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
27	Leader spends time explaining evaluation decisions related to civil servants	INFJ9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
28	Leader evaluate civil servants' progress compared to set goals	INFJ10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5
II "Performance appraisal accuracy" (PAPA)		PAPA					
29	The most recent assessment results of civil servants' work performance are accurate	PAPA1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			1	2	3	4	5

30	The most recent evaluation results accurately reflect the work results of civil servants throughout the evaluation cycle	PAPA 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	The civil servant's most recent work performance evaluation accurately describes the civil servant's strengths and weaknesses	PAPA 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	Recent work performance evaluation results accurately reflect the public duty performance of civil servants	PAPA 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	The work performance evaluation results and rewards that civil servants receive reflect their efforts put into performing their public duties	PAPA 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III	Employees' satisfaction in performance appraisal	ESPA					
34	Civil servants are satisfied with the appraisal system used to measure and rank their work performance evaluation results	ESPA1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	Evaluation of civil servants' performance is currently fair and unbiased	ESPA 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	Leaders seriously discuss about evaluating public service performance of civil servants	ESPA 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37	The current procedure and criteria of evaluating public service performance clarify the effectiveness in public service performance of civil servants	ESPA 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	Civil servants are satisfied with the way their organization provides them with feedback of their work performance evaluation	ESPA5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39	Civil servants are satisfied with the public service performance appraisal process	ESPA 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40	Evaluation of public service performance is valuable to civil servants as well as to organizations	ESPA7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	Organizations often give more positive feedback to civil servants with good public service performance results instead of criticizing civil servants with poor public service performance results	ESPA 8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	The organization tries to evaluate the performance of public duties in the best way possible under allowable conditions	ESPA 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	The feedback that civil servants receive is consistent with the reality of the civil servant's performance of public duties	ESPA1 0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	The feedback that civil servants receive is consistent with the results that civil servants achieve at work	ESPA1 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	The organization recognize achievements and reward civil servants who perform their duties effectively	ESPA1 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV	Work motivation of civil servants	MOT V					
46	Civil servants always try their best to complete assigned tasks	MOTV 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	Civil servants feel excited and eager to work - motivated by work	MOTV 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	Civil servants are willing to spend extra time on work	MOTV 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49	Civil servants want to work fewer hours per week if their economic conditions allow them to do so	MOTV 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	Civil servants voluntarily take their assigned work home to do even though they are not asked to do so	MOTV 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51	Civil servants feel encouraged by their tasks	MOTV 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52	Civil servants look forward to returning to work after vacation	MOTV 7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53	Civil servants can keep up their efforts to perform public duties for a long time	MOTV 8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54	Civil servants always actively participate in collective activities	MOTV 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55	Civil servants are always persistent in achieving the goals of their work and organization	MOTV 10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56	Civil servants feel their work is stressful and challenging	MOTV 11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57	Civil servants are motivated to serve the people and contribute to social benefits	MOTV 12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

58	Civil servants enjoy their work and are interested in performing public duties	MOTV 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59	Civil servants often actively work even during lunch breaks	MOTV 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60	Civil servants feel that work interferes with family life and friends	MOTV 15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Compiled by the authors from the literature review

Based on the theoretical framework, the research model including 4 scales is developed, the research and survey methods to evaluate work motivation are defined and the correlation of influencing factors to work motivation of Vietnamese civil servants are evaluated.

3. Methodology

In this study, the quantitative method is used through collecting and analyzing primary data from the survey of civil servants' opinions in central and local agencies in Vietnam, including the Ministry of Home Affairs, Ministry of Health, Hoa Binh province, Hanoi city, Hai Phong city with actual sample size N = 649 civil servants. The survey form was designed in accordance with the theoretical framework with 4 measurement scales, including 60 observed variables (Table 1). Given the collected results, the factor analysis to test the reliability and the relationship of research scales was carried out, from which research conclusions could be drawn.

In the quantitative research, the minimum sample size needed to perform factor analysis for the study's model of 4 scales and 60 observed variables is $N = 60 * 5 = 300$ [10]. In fact, a survey of civil servants' opinions with a sample size of $N = 649 > 300$ was conducted, ensuring the reliability of data collection. The survey results were 649/649 valid responses, reaching a 100% validity rate.

4. Findings

With data collected from the opinion survey of 649 civil servants, a Cronbach' Alpha test to identify the reliability of the scales and observed variables in the research model was carried out. According to Hai, D.H. [10], the condition for scales to be reliable is: Cronbach'alpha > 0.6; the condition for observed variables to be reliable is: Corrected Item-Total Correlation > 0.3. Initial test results of all 4 scales were reliable (Cronbach'alpha > 0.6), but some observed variables were not reliable (Corrected Item-Total Correlation < 0.3) and were eliminated for further analysis. (Table 2).

Table 2. Statistical results and scale testing results

Scales	Observed variables	N	Cronbach' Alpha	The correlation coefficient of the smallest total variables
I. Justice in performance appraisal (JPA)				
1. Distributive justice in evaluating public service performance (DJ)	DJ1, DJ2, DJ3, DJ4, DJ5	649	.947	
2. Procedural justice in public service performance appraisal (PJ)	PJ1, PJ2, PJ3, PJ4, PJ5	649	.874	PJ6 = .189 PJ7 = .192
3. Interactional justice in public service performance appraisal (INTJ)	INTJ1, INTJ2, INTJ3, INTJ4, INTJ5, INTJ6	649	.889	
4. Informational justice in public service performance appraisal (INFJ)	INFJ1, INFJ2, INFJ3, INFJ4, INFJ5, INFJ6, INFJ7, INFJ8, INFJ9, INFJ10	649	.946	INFJ4 = .191 INFJ6 = .183 INFJ7 = .212 INFJ10 = .241
II. Performance appraisal accuracy (PAPA)	PAPA1, PAPA2, PAPA3, PAPA4, PAPA5	649	.882	

III. Employees' satisfaction in performance appraisal (ESPA)	ESPA1, ESPA2, ESPA3, ESPA4, ESPA5, ESPA6, ESPA7, ESPA8, ESPA9, ESPA10, ESPA11, ESPA12	649	.928	ESPA4 = .258 ESPA6 = .187 ESPA9 = .206 ESPA10 = .139 ESPA12 = .196
IV. Work motivation of civil servants (MOTV)	MOTV1, MOTV2, MOTV3, MOTV4, MOTV5, MOTV6, MOTV7, MOTV8, MOTV9, MOTV10, MOTV11, MOTV12, MOTV13, MOTV14, MOTV15	649	901	MOTV4 = .217 MOTV11 = .139 MOTV15 = .291
Valid N (listwise)		649		

Source: Authors' survey results

The data from Table 2 on Cronbach's alpha test eliminated 14 observed variables with correlation coefficient "Corrected Item-Total Correlation < 0.3", including: PJ6 = .189; PJ7 = .192; INFJ4 = .191; INFJ6 = .183; INFJ7 = .212; INFJ10 = .241; ESPA4 = .258; ESPA6 = .187; ESPA9 = .206; ESPA10 = .139; ESPA12 = .196; MOTV4 = .217; MOTV11 = .139; MOTV15 = .291. The research model is calibrated with 4 scales and 46 observed variables. When the second Cronbach's alpha test was conducted, some observed variables continued to be eliminated with the value "Corrected Item-Total Correlation < 0.3", including: DJ3 = .246; INTJ5 = .211; MOTV5 = .198; MOTV7 = .221; MOTV12 = .201; MOTV14 = .234. The research model continues to be adjusted with 4 scales and 40 observed variables (Table 3).

Table 3. Adjusted research model by Cronbach' Alpha test

Scales	Observed variables	Number of observed variables
I. Justice in performance appraisal (JPA)		
1. Distributive justice in evaluating public service performance (DJ)	DJ1, DJ2, DJ3, DJ4, DJ5	5
2. Procedural justice in public service performance appraisal (PJ)	PJ1, PJ2, PJ3, PJ4, PJ5	4
3. Interactional justice in public service performance appraisal (INTJ)	INTJ1, INTJ2, INTJ3, INTJ4, INTJ6	5
4. Informational justice in public service performance appraisal (INFJ)	INFJ1, INFJ2, INFJ3, INFJ5, INFJ8, INFJ9	6
II. Performance appraisal accuracy (PAPA)	PAPA1, PAPA2, PAPA3, PAPA4, PAPA5	5
III. Employees' satisfaction in performance appraisal (ESPA)	ESPA1, ESPA2, ESPA3, ESPA5, ESPA7, ESPA8, ESPA11	7
IV. Work motivation of civil servants (MOTV)	MOTV1, MOTV2, MOTV3, MOTV6, MOTV8, MOTV9, MOTV10, MOTV13	8

Source: Authors' survey results

The new model with 4 scales and 40 observed variables continued to be tested for reliability (Cronbach' Alpha) to serve further research. Test results show that all 4 scales and 40 observed variables are reliable when the scales reach the following values: Cronbach'alpha > 0.6; observed variables reached the value: Corrected Item-Total Correlation > 0.3.

On that basis, the exploratory factor analysis to preliminarily evaluate the unidimensionality, convergent validity, and discriminant validity of the scales and classify the factors with Varimax rotation was conducted. Conditions for the exploratory factor analysis to be performed appropriately with the data set are: Value $0.5 \leq KMO \leq 1$; The Bartlett test has an observed significance level Sig. < 0.05; Eigenvalue ≥ 1 ; Total Variance Explained $\geq 50\%$; $0.3 \leq$ Factor Loading, which is the minimum condition for the observed variable to be retained in the sample; $0.5 \leq$ Factor Loading, which represents an observed variable with good statistical significance. In this study, the condition $0.5 \leq$ Factor Loading was determined. The results show that the exploratory factor analysis is suitable with the data set (Table 4, Table 5).

Table 4. KMO and Bartlett's Test and Total Variance Explained
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.947
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.
	14038.560
	780
	.000

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% Variance	% of Cumulative	Total	% Variance	% of Cumulative	
1	11.905	29.764	29.764	11.495	28.737	28.737	8.594
2	3.402	8.504	38.267	2.979	7.448	36.185	8.869
3	3.042	7.604	45.872	2.606	6.515	42.700	5.871
4	2.170	5.424	51.296	1.735	4.338	47.037	6.337
5	2.077	5.192	56.488	1.637	4.092	51.129	4.535
6	1.813	4.531	61.019	1.406	3.514	54.643	5.066
7	1.717	4.294	65.313	1.324	3.311	57.954	5.079
8	.673	1.682	66.994				
...				
40	.242	.606	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance. Pattern Matrix^a

Source: Authors' survey results

Table 5. Rotated Component Matrix

	Factor						
	1	2	3	4	5	6	7
MOTV8	.786						
MOTV1	.767						
MOTV10	.750						
MOTV9	.746						
MOTV2	.730						
MOTV13	.710						
MOTV6	.691						
MOTV3	.674						
ESPA7		.831					
ESPA3		.804					
ESPA2		.800					
ESPA5		.780					
ESPA11		.756					
ESPA8		.755					
ESPA1		.716					
INFJ3			.774				
INFJ8			.759				
INFJ1			.751				
INFJ5			.745				
INFJ2			.732				
INFJ9			.720				
PAPA1				.807			
PAPA2				.800			
PAPA4				.771			
PAPA5				.708			
PAPA3				.661			
INTJ4					.755		
INTJ6					.754		

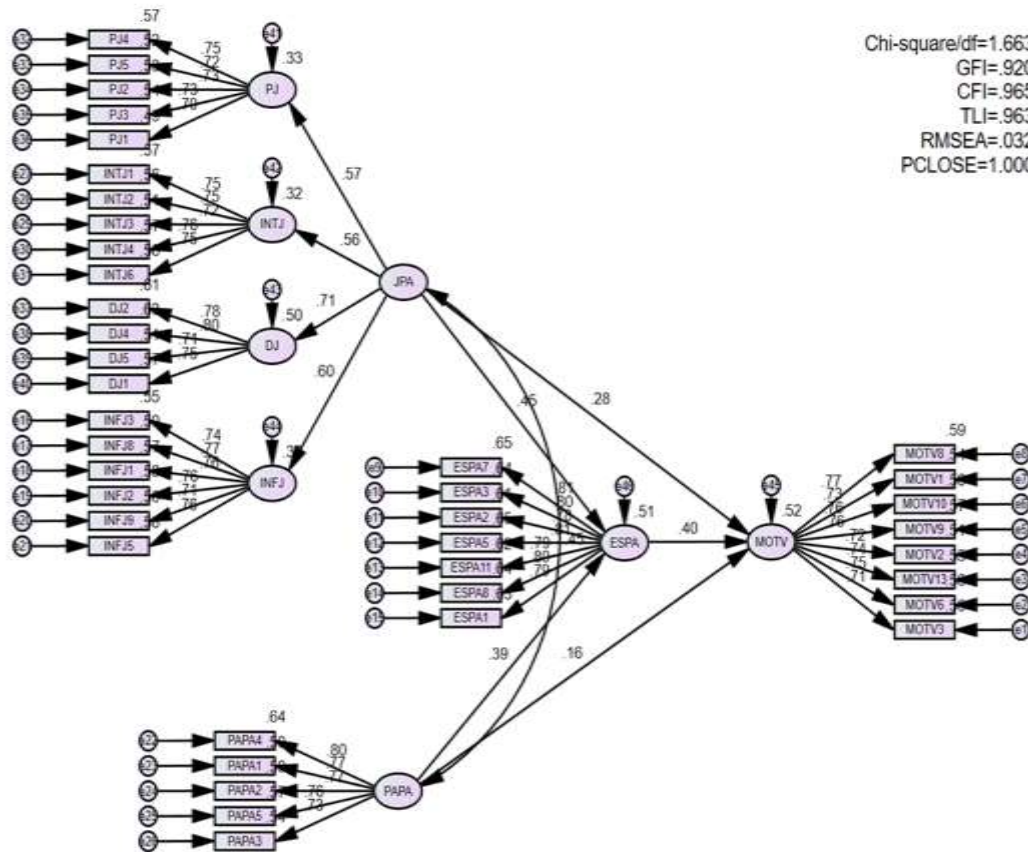
INTJ1				.740		
INTJ3				.733		
INTJ2				.724		
PJ2					.739	
PJ4					.732	
PJ5					.725	
PJ1					.714	
PJ3					.707	
DJ2						.791
DJ3						.769
DJ5						.767
DJ1						.747

Extraction Method: Principal Axis Factoring.
 Rotation Method: Promax with Kaiser Normalization.
 a. Rotation converged in 7 iterations.

Source: Authors' survey results

The results of the exploratory factor analysis (Table 4, Table 5) with observed variables in the research model shows quite good results: KMO coefficient = 0.947 corresponding to the significance level Sig = 0.000 < 5%. This result indicates that the exploratory factor analysis results are highly reliable. Besides, the value of the total variance extracted of the 7th factor and the eigenvalues of this factor are 57.954% > 50% and 1.324 > 1, respectively. This result also reveals that the initial observed variables have convergence in 07 factors and these factors account for 57,954% of the variation in the survey data. The rotated matrix table of factors shows that the loading coefficients of the observed variables are all greater than 0.5. Thus, there are 7 factors extracted with 40 observed variables with loading coefficients greater than 0.5. The observed variables are highly reliable and can be used for the next steps of analysis. The linear structural model SEM to evaluate the influence of factors in the model on the work motivation of civil servants in Vietnam was conducted. (Figure 1, Table 6).

Figure 1. Results of SEM structural model on influencing factors to work motivation of Vietnamese civil servants



Source: Authors' survey results

Table 6. Relationships among concepts in the research model

Relationship	Standardized Beta Coefficient	S.E.	C.R.	P	Explanatory level by the model – R-square
ESPA <----JPA	.766	.105	7.293	***	52.2%
ESPA <----PAPA	.335	.038	8.806	***	
MOTV <---- JPA	.408	.090	4.530	***	
MOTV <---- PAPA	.115	.032	3.534	***	
MOTV <---- ESPA	.345	.049	7.050	***	

Source: Authors' survey results

Note: S.E: Standard Error, C.R: Critical Ratio, ***: equivalent to the value $p < 0.001$

The results of linear structural analysis (Figure 1) show that the model has Chi-square/df = 1.663 with p-value = 0.000 < 0.5, the values GFI = 0.920, CFI = 0.965, TLI = 0.963, RMSEA = 0.032, PCLOSE = 1.000; therefore, it can be concluded that the research model is suitable for the collected data.

The estimation results (Table 6) of the main parameters of the research model show that these relationships are all statistically significant with a p-value level < 5%. This result shows that justice, accuracy and satisfaction in public service performance appraisal is all meaningful in the model and has a positive influence on work motivation of civil servants. Among them, the factor "Employees' satisfaction in performance appraisal" (ESPA) has the greatest impact on "Work motivation of civil servants" (MOTV), followed by the factor "Justice in performance appraisal" (JPA). Only the factor "Performance appraisal accuracy" (PAPA), has the smallest impact on "Motivation of civil servants" (MOTV) in Vietnam. The results of the model also show that the independent variables are statistically significant and explain 52.2% of the variation in the dependent variable "Work motivation of civil servants" (MOTV) in Vietnam.

5. Discussion and recommendations

The aim of the study is to explore the impact of justice, accuracy and satisfaction in public service performance appraisal on work motivation of Vietnamese civil servants. The results show that: (1) Justice, accuracy and satisfaction in evaluating public service performance is all meaningful in the model and has a positive influence on work motivation of Vietnamese civil servants; Among them, the factor "Employees' satisfaction in performance appraisal" has the greatest impact on "Work motivation of civil servants"; (2) The independent variables are statistically significant and explain 52.2% of the variation in the dependent variable "Work motivation of civil servants" in Vietnam. Thus, the results have proven the compatibility of the proposed theoretical model and the relationship among the factors in the model has been tested: justice, accuracy, satisfaction in public service performance appraisal has a significant positive impact on work motivation of Vietnamese civil servants. The research conclusion also suggests that leaders need to take measures to improve "Employees' satisfaction in performance appraisal". That will have the strongest impact on their work motivation. However, to do this, leaders need to improve justice in evaluating public service performance. In details:

- Firstly, it is necessary to improve distributional justice in public service performance appraisal. Distributive justice is closely related to civil servants' awareness of the evaluation results and the use of those evaluation results in personnel work. Leaders need to pay attention to assigning work to civil servants and clearly determine the work results to be achieved; describe the job, clearly identify specific tasks; discuss with civil servants about the results that need to be achieved in performing public duties and criteria to measure those results. Furthermore, leaders need to put the performance appraisal of civil servants on comprehensive consideration of their effort, responsibility, and enthusiasm in work performance; pressures in ensuring progress, quality and characteristics of different tasks; work capacity, experience, well – performed tasks and incomplete tasks.

- Secondly, it is the improvement of the procedural justice in evaluating public duty performance. The awareness of civil servants on the procedural justice depends on the comprehensiveness, reasonability, reliability, consistency and transparency of the system of policies, regulations, regulations, processes in the public duty performance appraisal. Therefore, leaders need to propose to complete the legal documents on public duty performance appraisal towards consolidation, unity, specific provisions of methods, cycles, processes and assessment criteria. The completion of the law on public duty performance appraisal should be implemented with the completion of the law on public duties (public sector ethics, responsibilities of civil servants). In addition, leaders need to develop the regulation on public duty performance appraisal of their organization on the basis of concretizing related legal documents. The regulation should specify the relevant contents, especially in terms of methods, processes and criteria for evaluating the public duty performance; feedback and responses to concerns and complaints about the performance appraisals; improvement for the next appraisal.

- Thirdly, it is to improve interactional justice in evaluating public service performance. The interactional justice refers to the fairness of the leader's behavior towards each civil servant. Accordingly, leaders need to behave sincerely, politely and frankly; provide adequate feedback to civil servants on assessment results and their use; listen and respect opinions and views of the individual being evaluated; avoid favoritism and try to ensure the rights of civil servants. At the same time, leaders need to attach importance to communication and personal exchanges with evaluated civil servants; conduct evaluation meetings to get feedback from the collective; be

willing to discuss for solutions to difficulties in the process of civil servants' public duty performance appraisal; listen to civil servants' concerns and aspirations towards the organization and leaders.

- Fourthly, it is to improve informational justice in evaluating public service performance. Most civil servants want to receive feedback from leaders on their public duty performance appraisal; instructions and explanation of evaluation regulations, processes, criteria, results, as well as suggestions to improve their public service performance efficiency. Therefore, leaders need to focus on providing information before, during and after evaluation so that civil servants fully understand the appraisal system. Information needs to be shared fully, accurately, and promptly with them and relevant parties via flexible and diverse use of communication channels such as: text system, email, intranet or integration in training programs, meetings on public service performance appraisal. Two-way feedback between leaders and those being evaluated will create openness, friendliness, and mutual trust, contributing to reducing the gap between the subject and the object of management. Appraised civil servants will feel more respected and aware of justice when they are provided with timely information before, during and after the performance appraisal.

With a coherence theoretical framework, specific analysis and evaluation from practices, suggestions to improve justice in the public service performance appraisal in Vietnam are given from the following perspectives: procedural justice, distributive justice, interactional justice and informational justice. From a macro perspective, the Government needs to build an institutional framework so that public service performance is evaluated scientifically, objectively and uniformly across the country. From a micro perspective, each organization needs to specify regulations, procedures, and evaluation forms appropriate to the organizational characteristics; create an open, transparent, and multi-dimensional environment among parties in the appraisal; at the same time, create opportunities for civil servants to express their views, aspirations, suggestions, recommendations, and solutions for perfecting the public service performance appraisal system.

REFERENCES

1. Aly, N. A. E. F. M.; El-Shanawany, S. M. (2016). "The Influence of Performance Appraisal Satisfaction on Nurses' Motivation and Their Work Outcomes in Critical Care and Toxicology Units". *European Scientific Journal*, 12 (20).
2. Cardy, R. L.; Dobbins, G. H. (1994). *Performance appraisal: A consideration of alternative perspectives*. Cincinnati, OH: South-Western.
3. Cohen-Charash, Y.; Spector, P. (2001). "The role of justice in organizations: A meta-analysis". *Organizational Behavior Human Decision Processes*, (86).
4. Colquitt, J. A. (2001). "On the dimensionality of organizational justice: a construct validation of a measure". *Journal of Applied Psychology*, 86 (3).
5. Cropanzano, R.; Rupp, D. E.; Mohler, C. J.; Schminke, M. (2001). "Three roads to organizational justice. In J. Ferris (Ed.)". *Research in personnel and Human Resources Management*, Vol. 20. Amsterdam, Netherlands: Elsevier Science.
6. Culbertson, S. S.; Henning, J. B.; & Payne, S. C. (2013). "Performance appraisal satisfaction: The role of feedback and goal orientation". *Journal of Personnel Psychology*, 12 (4).
7. Duc, T.M. (2011). "Application of quantitative model to assessment of creating work motivation for employees of Ericson Co., Ltd. in Vietnam". *Journal of Economic and Business Sciences*, No. 27.
8. Fulk, J.; Brief, A. P.; Barr, S. H. (1985). "Trust-in-supervisor and perceived fairness and accuracy of performance evaluations". *Journal of Business Research*, 13 (4).
9. General Statistics Office (2023). *Administrative Unit*. General Statistics Office Website, address <https://www.gso.gov.vn/phuong-phap-thong-ke/danh-muc/don-vi-hanh-chinh/>
10. Hai, D.H. (2019). *Econometrics*. National Economics University Press.
11. Hai, N.T.H. - Editor (2014). *Textbook on work motivation in state administrative organizations*. Bach Khoa Publisher, Hanoi
12. Huyen, N.T.N. (2013). *Textbook on Business Administration*. National Economics University Publisher, Hanoi.
13. Hyde, A. C. (2005). "Pay for Performance". *Public Manager*, 34 (1).
14. Ilgen, D. R.; Petersen, R. B.; Martin, B. A.; & Boeschen, D. A. (1981). "Supervisor and Subordinate Reactions to Performance Appraisal Sessions". *Organizational Behavior and Human Performance*, (28).
15. James, W.; LeVan, B. (2017). "Perceived Accuracy and Utility of Performance Appraisal in Small versus Large Firms". *The Journal of Applied Management and Entrepreneurship*, Vol. 23 No.1.
16. Kim, S. (2011). "Testing a Revised Measure of Public Service Motivation: Reflective versus Formative Specification". *Journal of Public Administration Research and Theory*, Vol 21, Issue 3.
17. Kim, S.E.; Rubianty, D. (2011). "Perceived Fairness of Performance Appraisals in the Federal Government: Does It Matter". *Review of Public Personnel Administration*, 31 (4).
18. Lashchonau, A. (2015). *Impact of performance appraisal on employees' motivation*. University of Algarve.
19. Loc, H.T.H. & Nghi, N. Q. (2014). "Building a theoretical framework on work motivation in the public sector in Vietnam". *Can Tho University Science Journal*, No. 32
20. Ly, L.D. (2012). "Policies to motivate commune-level civil servants, researched in Nghe An province". Doctoral thesis of National Economics University.

21. Othman, N. (2014). Employee performance appraisal satisfaction: the case evidence from Brunei's Civil Service. Doctoral dissertation, University of Manchester.
22. Park, S.M.; Word, J. (2012). "Driven to service: intrinsic and extrinsic motivation for public and nonprofit managers". *Public Personnel Management*, Vol. 41, (4).
23. Park S. (2013). *Rater Motivation in Performance Appraisal of Public Organizations: Effects of Motivating Factors on Appraisal Accuracy*. Askew School of Public Administration and Policy, The Florida State University
24. Seniwoliba, J.A. (2014). "Assessing the performance appraisal concept of the Local Government Service in Ghana". *African Journal of Business Management*, Vol.8 (15).
25. Vietnam Government (2020). "*Decree No. 90/2020/ND-CP dated August 13, 2020 on classification and assessment of the quality of cadres, civil servants and public employees*".